

2016 Annual Report



DEFENSE MEDIA ACTIVITY

FORT MEADE, MARYLAND



The essential communication resource for America's Defense Community

Executive Summary



2016 was a significant year for the Defense Media Activity, as we implemented the One Vision-One Voice Strategy developed the previous year.

We used the “balanced scorecard” approach in building a strategy focused on Leadership and Empowerment, Strategic Partnerships, Operational Excellence, and a Culture of Innovation. From these themes, we further developed strategic objectives concentrating on improving client satisfaction, financial stewardship, business processes and the organizational capacity supporting our workforce.

The One Vision-One Voice Strategy helped us support Department-level initiatives with business process improvements, audit readiness, and improved contracted services.

This report summarizes all of our efforts in 2016. As you absorb the success of our products and client services, you’ll quickly see DMA is well on its way toward realizing its vision with an eye toward continued improvements, collaboration and efficiencies.

Ray B. Shepherd
DMA Director



DoD Production
Military Service Production
Defense Video & Imagery
Distribution System
Defense Visual Information
American Forces Network
Stars and Stripes
Public Web
Defense Information School

The DoD's Touchstone Communication Institution

The Defense Media Activity is a 2,000-employee enterprise, with six client-based lines of business and 45 geographically separated units in 15 countries, five U.S. states and the District of Columbia.

Formed under Section 191, Title X, of the U.S. Code, DMA performs functions that are "common to more than one military department." Through consolidation of military service media organizations into one organization, the result has been relentless innovation and collaboration.

Vision: Be the essential communication resource for America's Defense Community.

Mission: Provide media services to inform and engage America's Defense Community.



Covering the Combatant Commands

The U.S. unified combatant commands represent nine of DMA's key clients. Each has a mission that is not only important, but is also complex. Each has compelling and dynamic stories, and DMA has many ways to make sure those stories are told.

- Direct photojournalism support for exercises
- Trusted counsel to combatant command PA offices
- Creation of feature web pages
- Amplifying combatant command coverage
- Public website hosting
- Social media training
- Live event web streaming

- DVIDS analytics
- DINFOS mobile training
- Exclusive interviews with senior leaders
- Special event production
- AFN amplification
- Visual information planning
- Message synchronization



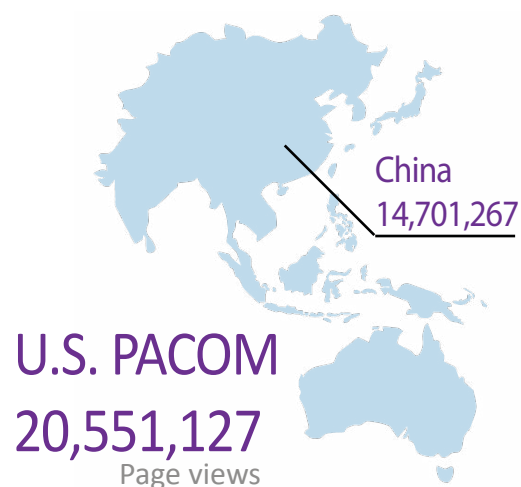
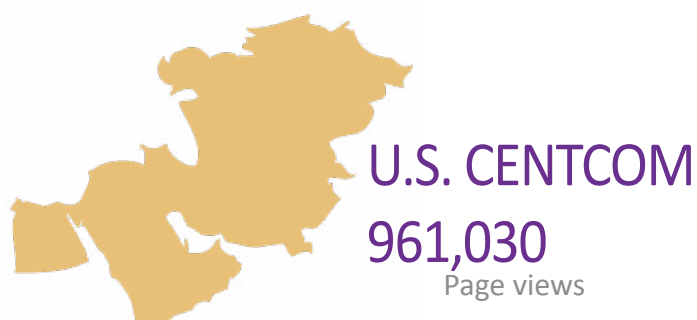
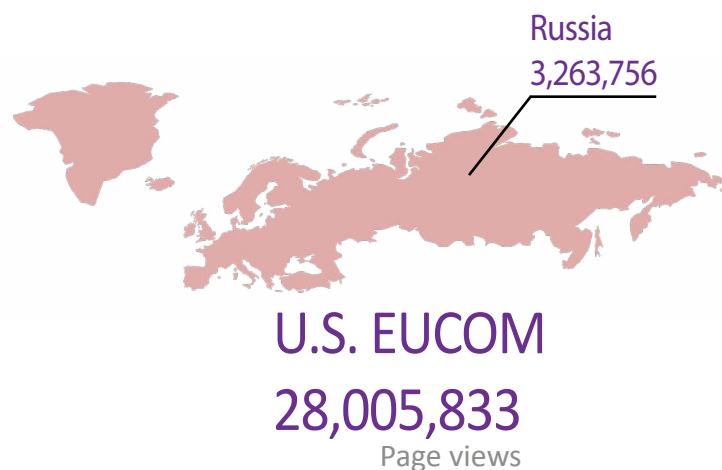
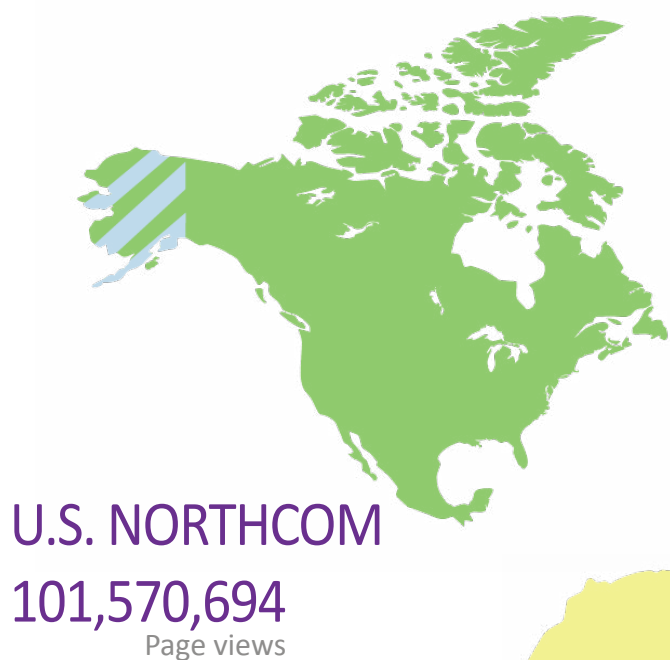
8,100+ photos
 1,700+ print articles
 900+ videos
 300+ graphics

DoD Production

When it absolutely has to be communicated on target, the Defense Department turns to DoD Production. The team of service members, civilians and contractors serves the Office of the Secretary of Defense, the Joint Chiefs of Staff, and the unified combatant commands. Still imagery, written products, multimedia broadcast products, live event streaming, web and mobile communications -- they're all part of the DoD Production repertoire.

4,546 posts
 18 million engagements
 17.4 million video views
 517.8 million reach
 9.4 million more followers since 2015

Where Defense.gov is viewed

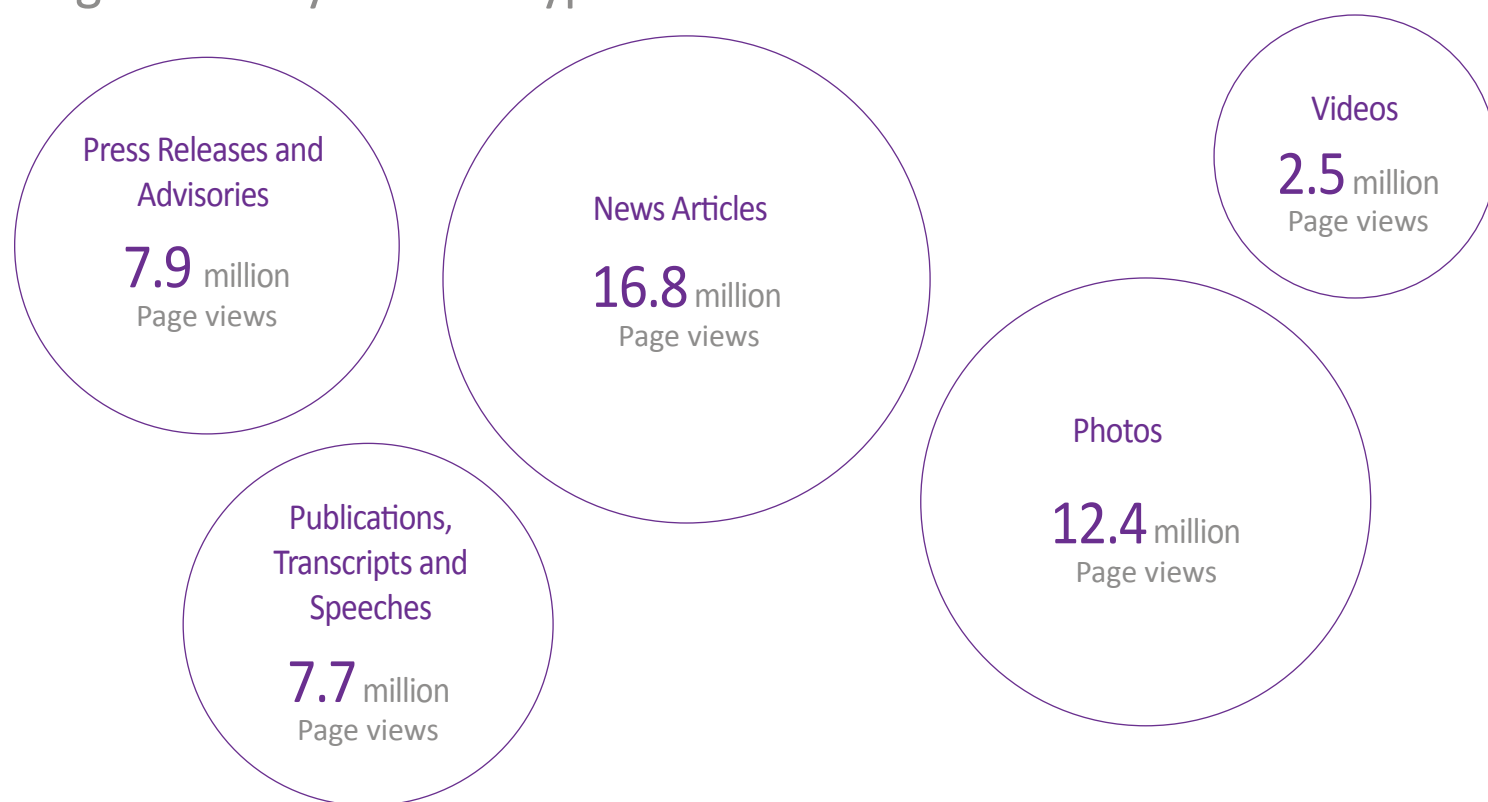


A Global Web Destination

When the DoD speaks, the world listens. Defense.gov is an ever-ready resource for service members and their families, but it's also the department's most effective way to reach external target audiences. It's what allows DoD messages to reach foreign nations -- including heads of state and other senior government officials.

What's being viewed at Defense.gov

Page views by content type



Special Reports DoD priorities on one page





5 SITREPs
5 features
28 print articles
360 radio news spots

Army Media

Army Media is the gold standard for news and information content produced throughout Army public affairs. Going where the operational stories are, Army Media creates content that supports all levels of Army command from the battalion to the service component commands. In 2016, they supported Army Africa, Army Alaska, Army Europe and Army Pacific, while supporting the communication objectives of the Office of the Chief of Public Affairs.

Army.mil

13.5 million visits
38.1 million views



- 18 live-streamed events
- 19 newscasts
- 3 command-requested topic videos

Marines Media

Marines Media supports Headquarters Marine Corps by providing high-quality production via web, print, broadcasting and multimedia products. They promote readiness, training and education, integration with naval and joint forces, and modernization and technology. In 2016, they supported large scale exercises, training commands, the Marine Corps Warfighting Laboratory, multiple Marine and Fleet Weeks, and various units throughout the Marine Corps. In addition to telling the Marine Corps story, they provide crisis communication via the Marines flagship website and Marines mobile application.

Marines.mil

15.3 million visits

273.9 million views



960 news updates
30 command information products
25 live-streamed events

Navy Media

Navy Media delivers the Navy message to the fleet and their families via a multitude of products and services including live events, social media, graphics support, and feature print and broadcast stories. They accomplish the Navy's communication objectives and amplify operations by supporting the chief of information, commands, installations, carrier and expeditionary strike groups and the Fleet operating worldwide.

Navy.mil

28 million visits
174 million views



- 6 documentaries
- 13 multimedia TV packages
- 88 features
- 361 radio news spots
- 49 live-streamed events

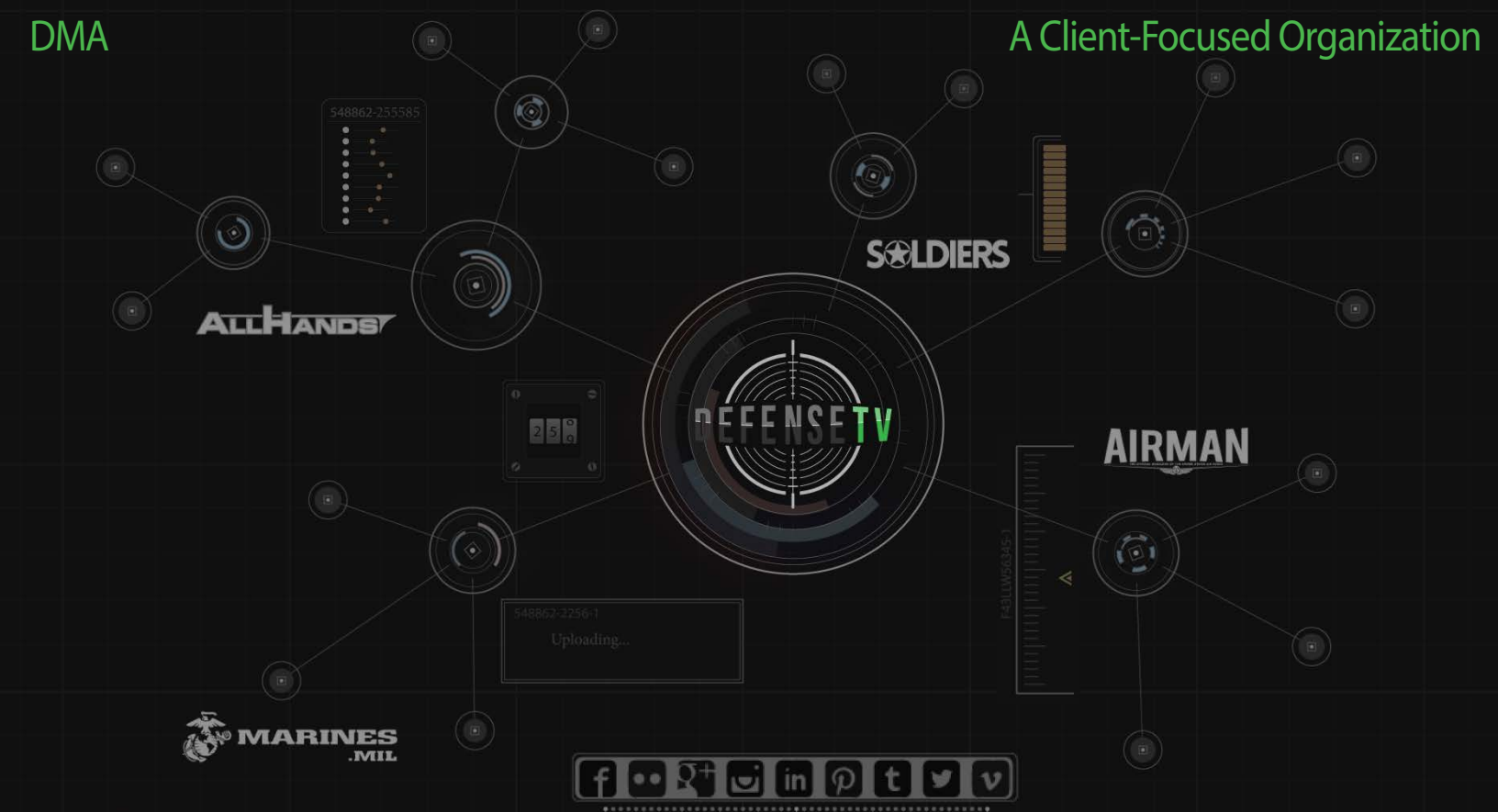
Air Force Media

Air Force Media directly supports key communication efforts of the secretary of the Air Force, chief of staff of the Air Force, major commands and their subordinate units by planning, producing and publishing a diverse collection of information products. Their talented storytellers project messages around the world, connecting clients with their intended audiences. Air Force Media teams have also partnered with installations to address significant local community relations issues, as well as with combatant commands.

AF.mil

15.6 million visits

129.6 million views



Streamed Defense TV

22,619 Roku subscribers

6,856 Amazon Fire TV subscribers



1,164 commercial news outlets
downloaded Defense TV content



Defense TV

In 2016, DMA launched Defense TV, the first official on-demand military platform for the connected generation. Defense TV provides a customized viewing experience for our audience and gives combatant commanders -- and commanders of units worldwide -- a platform to reach previously untapped audiences. Through mobile devices and over-the-top streaming platforms such as Roku, Apple TV, Amazon Fire, content is available on-demand, 24/7, worldwide. Through the use of creative and cinematic storytelling, Defense TV original programming highlights the events and people featured by the military services. This has contributed to regular increases in viewership to the military flagship websites, many times in excess of 30 percent.

100,000 average monthly reach



284,359  **Photos**  1.8 million
 uploads downloads

24,359  **Videos**  246,000
 uploads downloads

DVIDS

Connecting Military and Civilian Media

The Defense Video and Imagery Distribution System is a state-of-the-art, 24/7 operation that provides a timely, accurate and reliable connection between the American people, the media around the world and the military serving at home and abroad. Through a global network of portable Ku-band satellite transmitters, robust IP connectivity and a distribution hub, DVIDS makes available real-time broadcast-quality video, audio, still images and print products, as well as immediate interview opportunities with service members, commanders and subject matter experts. The DVIDS360 Content Management System also provides unrivaled, customized analytics capability for its clients.

DVIDShub.net

11 million visits

35.7 million views

675,000 placements in civilian media



413 missions coordinated
 312,325 new media records collected
 92,816 legacy media records digitized
 8,239 customer inquiries completed

Defense Visual Information

For 50 years, Defense Visual Information has served as the proponent for the DoD visual information program providing oversight for production, collection and archiving of visual information. For 2016, their operational arm, the Defense Imagery Management Operations Center, delivered the following centralized visual information support: The Joint Combat Camera Center worked with the Joint Staff, combatant commands and military services to plan and coordinate the visual documentation of operations, exercises and high-profile events. The DoD Visual Information Records Center preserved DoD visual history by collecting, storing and managing new visual information records and digitizing physical media records. The Visual Information Services Center responded to requests for service, technical guidance, and assistance from DoD, other government agencies and the general public.

DIMOC.mil

400,000+

digital media added to archive



8	TV channels
33	audio channels (streaming)
6.3M	web streamed radio hours
9,957	unique programs
171	countries reached
46	deployed locations reached
85K	served at sea or deployed

American Forces Network

For 75 years, the American Forces Network has delivered a 'touch of home' to overseas service members, government civilians, and their family members by delivering the best of American TV and radio information and entertainment. Suppliers generously and graciously provide AFN the programming at little to no cost to the taxpayers.

AFN also manages the Direct-to-Sailor program, which provides a bouquet of content tailored for sailors and Marines on 200-plus Navy ships at sea. The program is enabled by a unique cluster of satellites covering 98 percent of the Earth, ensuring AFN information is delivered to disadvantaged users around the globe.

475,000+

Overseas service members, DoD civilians
and family members reached daily



12K papers distributed to deployed locations

36 countries serviced

3-to-1 reading ratio

Stars and Stripes

Since the Civil War, Stars and Stripes has been the only news organization in the world with an insider's view on the DoD that also reports from an independent perspective. Stars and Stripes has always marched alongside American service members, telling their stories and giving them a voice. Its widespread resources -- including digital and print editions, mobile apps and Stripes.com -- give readers news from back home and updates from the front lines, all while making them laugh, providing useful advice, and faithfully reporting sports scores for faraway fans who long to follow their favorite teams.

1 million readers daily



752 DoD websites
9,000 customers supported
914 million web users worldwide

Public Web

Defense Enterprise Media Systems hosts the official public websites for hundreds of DoD clients through the one-of-a-kind American Forces Public Information System. DMA's public web team constantly maintains peerless security, provides content management training and attends to help desk requests.

5.2 billion combined page views



Defense Information School

Training DoD Communicators

For 80 years, the Defense Information School, known as DINFOS, has been training military and government members from across the DoD and from other countries in public affairs. Courses cover journalism, photography, videography, broadcasting, lithography, social media management, and media and community relations. Clients cover the globe, with more and more demand signals coming from allied countries -- especially with the growth of distance learning courses.

All U.S. Services

27 32 Courses
International Students

from 15 Foreign Countries
2,321 Total Graduates



Heading into 2017

- Continue to extend our clients' global reach by amplifying, enhancing and distributing their strategic messages using targeted and multi-layered information products to the intended audience around the clock
- Improve business management through program and performance measurement
- Consolidate technology management resources to better manage capabilities reflecting how government and the industry do business
- Prioritize and balance resources to DMA core mission areas ensuring good stewardship, full accountability and audit compliance
- Continue consolidating public affairs and visual information military service Initial Entry Training at the Defense Information School
- Continue to develop the DMA workforce ensuring our people are the best trained and certified to meet all certifications and qualifications

